

# The John Wanamaker Store's Message to Garcia



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Being a reprint of Elbert Hubbard's preachment, with the Message as it was translated back from the Japanese into English.

Together with sundry records of the Store that  
has carried its own message to all the people

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DONE INTO A BOOK IN HONOR OF THE THIRTIETH  
ANNIVERSARY OF THE JOHN WANAMAKER STORE  
MARCH, MCMVI

## FOREWORD



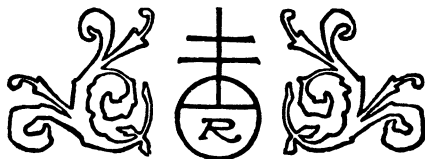
THE "Message to Garcia" was first printed in The Philistine Magazine for March, 1899. The merit of the article was instantly recognized, and the edition disappeared. The article has been largely distributed in America and England. In France, the Bon Marche of Paris distributed a million copies. Prince Hilakoff, Director of Railways in Russia, translated the essay into Russian and presented a copy to every officer in the Russian Army. The Mikado of Japan, not to be outdone, had the "Message" printed in Japanese, and a copy was placed in the hands of every Japanese soldier. In all, the "Message" has been translated into eleven languages, and reprinted more than twenty-five million times.

The JOHN WANAMAKER Edition of the "Message to Garcia" is unique and peculiar,—different from anything else ever attempted. First, we give the "Message" as Elbert Hubbard wrote it. Second, we give the "Message" as it was translated back into English from Japanese by Professor Yone Kichikaschi, of the University of Tokio.

The John Wanamaker Stores  
Philadelphia and New York

# A MESSAGE TO GARCIA

Being a Preachment by  
ELBERT HUBBARD



DONE INTO A BOOKLET  
BY THE ROYCROFTERS AT  
THEIR SHOP WHICH IS IN  
EAST AURORA, NEW YORK

Copyright  
1899  
by  
Elbert Hubbard

# A Message to Garcia



**I**N all this Cuban business there is one man stands out on the horizon of my memory like Mars at perihelion. **Q** When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastnesses of Cuba—no one knew where. No mail nor telegraph message could reach him. The President must secure his co-operation, and quickly.

What to do!

Some one said to the President, "There's a fellow by the name of Rowan will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How "the fellow by the name of Rowan" took the letter, sealed it up in an oilskin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the Island, having traversed a hostile coun-

He delivered  
the message

The  
moral

There are  
other  
Garcias

try on foot, and delivered his letter to Garcia, are things I have no special desire now to tell in detail. The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?" By the Eternal! there is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book-learning young men need, nor instruction about this and that, but a stiffening of the vertabræ which will cause them to be loyal to a trust, to act promptly, concentrate their energies: do the thing—"Carry a message to Garcia!" ❀ ❀

General Garcia is dead now, but there are other Garcias.

No man, who has endeavored to carry out an enterprise where many hands were needed, but has been well nigh appalled at times by the imbecility of the average man—the inability or unwillingness to concentrate on a thing and do it. Slipshod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds unless by hook or crook or threat, he forces or bribes other men to assist him; mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant. You, reader, put this matter to a test

**You are sitting now in your office—six clerks are within call. Summon any one and make this request: "Please look in the encyclopedia and make a brief memorandum for me concerning the life of Correggio."**

**Will the clerk quietly say, "Yes, sir," and go do the task?**

**On your life he will not. He will look at you out of a fishy eye and ask one or more of the following questions:**

**Who was he?**

**Which encyclopedia?**

**Where is the encyclopedia?**

**Was I hired for that?**

**Don't you mean Bismarck?**

**What's the matter with Charlie doing it?**

**Is he dead?**

**Is there any hurry?**

**Shall I bring you the book and let you look it up yourself?**

**What do you want to know for?**

**And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try to find Garcia—and then come back and tell you there is no such man. Of course I may lose my bet, but according to the**

Where  
is the  
Encyclo-  
pedia?

What's the  
matter with  
Charlie  
doing it?

Law of Average, I will not. **Q** Now if you are  
I was n't wise you will not bother to explain to your  
hired for that "assistant" that Correggio is indexed under the  
C's, not in the K's, but you will smile sweetly  
anyway! and say, "Never mind," and go look it up  
yourself.

And this incapacity for independent action, this  
moral stupidity, this infirmity of the will, this  
unwillingness to cheerfully catch hold and lift,  
are things that put pure Socialism so far into the  
future. If men will not act for themselves, what  
will they do when the benefit of their effort is  
for all? A first mate with knotted club seems  
necessary; & the dread of getting "the bounce"  
Saturday night, holds many a worker to his  
place ❀ ❀

Advertise for a stenographer, and nine out of  
ten who apply can neither spell nor punctuate  
—and do not think it necessary to.

Can such a one write a letter to Garcia?

Who "You see that bookkeeper," said the foreman to  
wants a me in a large factory.

man like "Yes, what about him?"

this? "Well he's a fine accountant, but if I'd send  
him up town on an errand, he might accomp-  
lish the errand all right, and on the other hand,  
might stop at four saloons on the way, and when  
he got to Main Street, would forget what he had



been sent for." ¶ Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the "downtrodden denizen of the sweat-shop" and the "homeless wanderer searching for honest employment," and with it all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy ne'er-do-wells to do intelligent work; and his long patient striving with "help" that does nothing but loaf when his back is turned.

In every store and factory there is a constant weeding-out process going on. ¶ The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on.

¶ No matter how good times are, this sorting continues, only if times are hard and work is scarce, the sorting is done finer—but out and forever out, the incompetent and unworthy go.

It is the survival of the fittest. Self-interest prompts every employer to keep the best—those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to any one

The  
weeding-out  
process

This man  
says times  
are scarce

A spiritual  
cripple

else, because he carries with him constantly the insane suspicion that his employer is oppressing, or intending to oppress him. He cannot give orders; and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself." ¶ To-night this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is impervious to reason, and the only thing that can impress him is the toe of a thick-soled Number Nine boot.

Of course I know that one so morally deformed is no less to be pitied than a physical cripple; but in our pitying, let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold in line dowdy indifference, slip-shod imbecility, and the heartless ingratitude, which, but for their enterprise would be both hungry and homeless.

A word of  
sympathy for  
the man  
who suc-  
ceeds

Have I put the matter too strongly? Possibly I have, but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds—the man who, against great odds, has directed the efforts of others

and having succeeded, finds there's nothing in it: nothing but bare board and clothes. I have carried a dinner pail and worked for day's wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, per se, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous.

My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on a strike for higher wages. Civilization is one long anxious search for just such individuals. Anything such a man asks shall be granted; his kind is so rare that no employer can afford to let him go. He is wanted in every city, town and village—in every office, shop, store and factory. The world cries out for such: he is needed, and needed badly—the man who can carry a message to Garcia.

Rags not  
necessarily  
a recom-  
mendation

Good men  
are always  
needed

Needed  
to-day and  
needed badly  
—A MAN!

# A MESSAGE

TO

# GARCIA.



A PREACHMENT BY

**ELBERT HUBBARD.**

ハバート氏著  
大塚長太郎譯

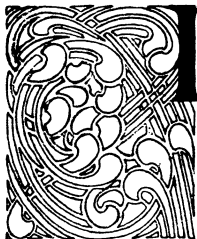
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(Title-page to the Japanese edition of the  
Message to Garcia)

# A Message to Garcia

Being a Translation from Japanese into English by  
YONE KICHIKASCHI of the University of Tokio



**I**N all this Cuban commercial enterprise there is one honorable gentleman stands out on the horizon of my memory like Mars at the time she is nearest earth. When misunderstanding broke out between Spain and U. States, it was very necessary to communicate quickly with the leader of the invaders. Garcia was somewhere in the mountain caves of Cuba—no one knew where. No mail nor telegraph message could talk with him. The Mikado must secure his aid, and quite suddenly. The Mikado must secure his aid

**What to do!**

Some one said to the Mikado, "There is a peasant by the name of Rowan will find Garcia for you if anybody can."

Rowan was sent for and given a letter to be presented to Garcia, with compliments.

How the honorable peasant by the name of Rowan took the letter, sealed it up in a pocket, strapped it over his stomach, in four days land-

ed by night off the coast of Cuba from an open boat, disappeared into the tall grass, and in three weeks came out on the other side of the Continent, having traversed a crazy country on foot, and delivered his letter to Garcia—are things I have no special desire to tell in detail. The point I wish to make is this: the McKinley gave the peasant a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is the honorable gentleman?"

It is not  
volumes  
young men  
need

By the Longlasting ! there is an honorable whose form should be cast in deathless metal and the statue placed in every college in the Empire. It is not volumes young men need, nor instruction about this and that, but a stiffening of the bones of the back which will cause them to be loyal to a trust, to act promptly, concentrate their muscles and do the thing—"Carry a Message to Garcia."

Consume  
on a thing  
and do it

General Garcia is with his ancestors, but there are other Garcias. No officer, who has endeavored to carry out an enterprise where many hands were needed, but has been embarrassed at times by the fool of the average honorable—the inability or unwillingness to consummate on a thing and do it.

Dull help, fool faces, and half-hearted labor seem the law; and no person succeeds unless by fish

hook or crooked stick, he forces or buys other men to help him; or possibly Brahma in His goodness performs a miracle and sends him an angel for a wife.

Sends him  
an angel for  
a wife

You, reader, put this matter to a test: you are sitting now in your business parlor—six boys are near. Summon any one and make this question: "Please look in the bible and make a brief account of Mr. Correggio."

Will the boy softly say, "Yes, Your Excellency," and go and do the work?

On your existence he will not. He will look at you out of a fishes eye and ask one or more of the following interrogatives:

Who was the honorable gentleman?

Where is the bible?

Was I hired for that?

Don't you mean Bismarck?

What's the reason with Charlie doing it?

Is he gathered to his ancestors?

Is there any reason for imperative haste?

Shan't I bring you the book and let you look it up for yourself?

What do you want to know for?

And I will wager you that after you have answered these questions, and explained how to find the information, and why you want it, the boy will go off and get one of the other boys to

What do you  
want to  
know for?

help him find Garcia—and then come back and tell you there is no such honorable gentleman. Of course I may lose my bet, but according to the law of marriages I will not.

Now if you are wise, you will not trouble to explain to your wife that Correggio is indexed under C's and not in the K's, but you will laugh sweetly and say, "Never mind," and go chase it up yourself. And this incapacity for independent fight, this moral stupid, this infirmity of the bones of the back, this unwillingness to catch hold and pull—these are the things that put pure sociology so far into the past. If honorables will not fight themselves, what will they do when the benefit of his effort is for his country?

This  
infirmity of  
the bones of  
the back

A first officer with a bamboo seems necessary; and the fear of getting "the bounce" Saturday night holds many a worker to his place. Advertise for a sharp-shooter, and nine out of ten who apply can neither shoot nor punctuality—and do not seem it necessary to do so.

Can such a one write a letter to Garcia?

"You see that keeper of books?" said the captain to me in a large factory.

"Yes, what about him?"

"Well, he is a fine gentleman, but if I'd send him to Port Arthur on an errand, he might accomplish the errand all right, and on the other



hand, might stop at forty tea houses on the way, and when he got to Main Street, would forget what he had been sent for."

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much tearsome sympathy expressed for the "Downtrodden man with the hoe," and the "homeless wanderer searching for honest rest," & with it all often goes many unsafe words for the men in power.

Nothing is said about the honorable who grows bald before his time in a vain attempt to get peasants to do intelligent work; and his long, patient striving after wives that do nothing but make loaves when his back is turned. In every store and factory there is a constant weeding process going on. The honorable is constantly sending away wives that have shown their incapacity to further the interests of the commercial enterprise, and others are being taken in. No matter how good times are, this sifting continues; only if times are hard and work scarce, the sifting is done finer—but out and forever out the incompetent and unworthy went. It is the survival of those who have fits. Self-interest prompts every honorable to keep the best—those who can carry the message to Garcia.

I know one man of really brilliant pieces who

The honorable who grows bald

It is the survival of those who have fits

has not the ability to manage a commercial enterprise of his own, and yet who is absolutely worthless to any one else, because, he carries with him constantly the hallucination suspicion that his honorable is oppressive. He cannot give orders, and he will not receive them. Should the message be given him to take to Garcia, his answer would probably be, "Take it myself!"

Take it  
myself

¶ To-night this man walks the streets looking for work, boreas playing through his threadbare uniform. No one who knows him dare employ him, for he is a regular gun of discontent. He is slow to reason, and the only thing that can impress him is the toe of a thick sole number nine shoe ❄ ❄

Whose hair  
is fast turn-  
ing white

Of course, I know that one so morally deformed is no less to be sorrowful than a physical cripple; but in our pitying, let us drop a tear, too, for the honorables who are striving to carry a great enterprise, whose working hours are not limited by the horn, and whose hair is fast turning white with the struggle to hold in line sleepful indifference, slipshod foolishness, heartless ingratitude, which, but for their enterprise would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone fishing I wish to speak a word of sympathy for the hon-



# The French Revolution



**I**T has long been our custom in Philadelphia to make the principal feature of the store's anniversary one that will demonstrate in a striking manner some great lesson in history. At the present time, with the nations of the world breathlessly watching the

titanic struggle going on in Russia, between Autocracy and the right of self-government, what more interesting & enlightening study could there be than to follow, step by step, the parallel situations which led to France's great social upheaval in 1789; to study the men and women of the time, the conditions of the country before and after the revolution.

All the chapters ever written on Niagara, cannot fix that mighty rush of water as clearly in the mind as one good look at the Falls themselves. A play of Shakespeare is not half understood until the reader has seen it acted.

The same is largely true of history. We read, but we need illustrations to form clear and correct impressions of historical characters.

In preparing for our Thirtieth Anniversary in Philadelphia

## An Exhibition of Tableaux, Pictures, and Relics of the French Revolution

**N**EITHER time nor labor has been spared to make it as full and complete and as interesting as possible. We have also taken the greatest care to insure absolute accuracy of detail.

The figures in the tableaux were modeled in France from the most authentic sources. Many of them are dressed in original costumes of the period. Such costumes as are not original are accurate copies of originals in every minutest detail.

Twelve tableaux in all are shown, illustrating the following historic scenes:

### I. Mirabeau in the States General

He is making his famous reply to Breze, June 23rd, 1789; "We are here by the will of the people, etc."

### II. The Oath of the Tennis Court

The scene shows the interior of the court, where President Bailly, standing on a table, is reading the oath to the assembled deputies.

### III. A Cell in the Bastille

Here we see a prisoner being rescued from one of the underground dungeons of this famous prison by a Revolutionary soldier.

### IV. Arrest of Louis XVI.

The King has been taken to the house of the Mayor of Varennes. He is dressed as a valet at the time of his arrest.

#### **V. Marie Antoinette in her Prison Cell**

The unhappy Queen is shown in her cell, mending her own clothes, while a sentry keeps watch at the door.

#### **VI. The Dauphin in the Temple Prison**

Marie Antoinette's little nine year old son is shown in the custody of the brutal cobbler Simon.

#### **VII. The Arrest of Charlotte Corday**

She has stabbed Marat and is being dragged from the house by a Republican guard & a sans-culotte.

#### **VIII. Trial of Marie Antoinette**

The Queen is shown addressing the Revolutionary Tribunal. Prosecutor Foquier-Tinville and Deputy Hebert are in the foreground. All the prominent characters in the scene are from authentic portraits.

#### **IX. Execution of Marie Antoinette**

The Queen is shown being led to the scaffold. The Guillotine is an exact reproduction of the one used in Paris during the Reign of Terror.

#### **X. Robespierre after his attempt to commit Suicide**

The leader of the Jacobins is shown lying on a stretcher in an ante-room of the committee of public safety; his broken jaw bound up, lest he should bleed to death and so cheat the executioner.

#### **XI. Danton in the Tribunal of the Assembly**

He is making his famous speech exhorting the country to pluck up courage "to dare, and again to dare and without end to dare."

#### **XII. Rouget de l'Isle singing the Marseillaise**

The poet musician is singing his immortal song, for the first time, before the Mayor of Strasbourg and a party of friends.

## The Exhibition Opens March First, Nineteen Hundred Six, on Seventh Floor of The Philadelphia Store

**A**MONG other exceptionally interesting features will be found:

A copy of the famous painting in the Versailles Museum by Muller, "The calling of the last victims of the Terror," in its original size, 12 x 18 feet.

¶ A replica of the bath in which Marat was stabbed to death and the original key of the room in which he was assassinated.

¶ A copy of Louis XVI.'s crown, showing the famous Le Sancy diamond.

¶ Robespierre's pistol, with his initials engraved.

¶ Two wax death masks, one of Louis XVI., the other of Marie Antoinette.

Besides an immense collection of coins, books, pikes, proclamations, bronzes, china, pottery and fans of the time.

## THE JOHN WANAMAKER STORE PHILADELPHIA



orable who wins—the honorable, who, against great ditches, has directed the efforts of others, and having won, finds that there is nothing in it: nothing but bare boards and clothes. I have carried a dinner pail and worked for day's wages, and I have also been a person of labor, and I know there is nothing to be said on both sides. There is no good, per se, in poverty; rags are not credit; and all honorables are not rapiers and high-handed, any more than all poor honorables are virtuous. My heart goes out to the honorable, who, when given a letter for Garcia quietly takes the message, without asking any foolish interrogations, and with no lurking intention of jumping with it into the nearest sewer, or of doing aught else but deliver it, never get "made off," nor has to go on a strike for higher wages. Civilization is one long anxious search for just such honorables. Anything that such an honorable asks shall be granted. He is wanted in every city, town and village—in every office, shop, store and army. The whole Nippon cries out for such: he is needed, and needed badly—the honorable who can carry a message to Garcia.

Jumping  
with it into  
the nearest  
sewer

## Other Messages to Garcia which The John Wanamaker Store Has Carried

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**I**N a copyrighted advertisement published in September 1874, John Wanamaker announced in its entirety, the "New System of Business which Revolutionized Retail Trade the World over."

As long back as 1861, some of the ideas and plans had begun to take form and then the store was already swimming out for these four landings:

- I—For cash payments on the spot to work-people on completion of the work.
- II—Shorter business days.
- III—Not two prices—one price and only one.
- IV—Taking back anything sold and returning the money.

But the full system (added to of course since then) was announced in this '74 advertisement, excerpts of which are here given;



(THIS ADVERTISEMENT IS COPYRIGHTED)

Entered according to Act of Congress, in the year 1874,  
in the Office of the Librarian of Congress, at Wash-  
ington.

## A GREAT STRIDE

### UP AND OVER BUSINESS CUSTOMS

Old methods found to be faulty or objectionable,  
discarded. A new and advantageous plan here-  
by adopted. ¶ Already the largest Clothing  
Concern in America, and leading the trade,

#### NOW STARTS ON A NEW CAREER

Thoroughly reorganized on a greatly improved  
plan. ¶ Silencing Objectors! Assuring Equal  
Rights to all! Ruling out the Possibility of Un-  
fairness! Securing a Scale of still Lower Prices!  
Dropping every feature liable even to Criticism!  
Guaranteeing purchasers against

#### MISFITS, MISTAKES, MISREPRE- SENTATIONS MISUNDERSTANDINGS

Dissatisfaction with price or purchase rendered  
impossible

Thirteen years of interested and eager observa-  
tion of different methods of doing business,  
while establishing and extending the largest  
clothing trade in the United States, have brought  
us to the following CONCLUSION—

**FIRST**—That a customer has a right to some guarantee that his purchase shall prove exactly as represented.

**SECOND**—That cash throughout is the only basis consistent with the very lowest prices, as credit in every case necessitates higher prices to cover losses by bad debts, interest, lawsuits, hire of collectors, increased number of bookkeepers, &c.

**THIRD**—That, though justice does not require it, comfort and actual security in dealing are greatly promoted by giving to the purchaser the privilege not only of exchange of goods, but of returning the same within a given time, and have promptly paid back the cash in full.

**FOURTH**—That all customers buying at the same time should pay precisely the same price for the same quality of goods.

**FIFTH**—That the interest of customers will be best served by abandoning the practice of paying salesmen a percentage on each sale, as it leads to "hurrying-up," and sometimes "over-persuading" buyers to take goods with which they are not fully suited.

**SIXTH**—That as customers naturally inquire into the character and quality of articles offered for sale, and may not always be correctly informed, or fully understand the clerks, a la-

bel, made under the authority and guarantee of the firm, bearing a printed description of the name and quality of the goods, should be attached to each article.

**BUSINESS MEN**, thoroughly bent on upright dealing, have been thinking over, working out and experimenting on propositions similar to the above, and here and there is an establishment which has accepted one or another of these conclusions, and ordered their business accordingly. But

**WE UNHESITATINGLY ADOPT THEM ALL**  
And confidently relying on the approval and support of an intelligent and discriminating public, we inaugurate what we believe to be the best system in the world, and we now

Announce these as the

## **FOUR CARDINAL POINTS**

By which we will hereafter  
steer our craft

**FULL GUARANTEE    CASH PAYMENT**  
**ONE PRICE            CASH RETURNED**

### **EXPLANATION AND ELABORATION OF THE NEW PLAN**

**FIRST POINT—"CASH"**—Houses doing a credit business must provide for losses on bad debts, interest on long-standing accounts,

capital locked up, etc. To bear such losses themselves would drive them out of business. Therefore a per cent is added to the price of each article sold to cover this leakage, and cash buyers, whether they know it or not, really pay the bad debts and the interest on the long credits of the other customers. Under the cash payment system one pays only for what he gets, and contributes nothing to a "Sinking Fund." ¶ By this radical change we shall lose some of our customers, no doubt, but we will gain ten where we lose one, the advantages being so great to all who can avail themselves of them. So we say **CASH THROUGHOUT**. Bring money for Clothing and we will supply it at prices possible under no other plan.

**SECOND POINT—"ONE PRICE"**—The fairness of this feature of our plan all will praise. It is simply treating all alike—exact-ing nothing from indisposition to bargain or ignorance, and, at the same time, conceding all that shrewdness on the shrewdest customer's part could possibly extort, because the "One Price" which we mark on our goods shall invariably be

Not the "First" Price but the Last and Lowest Price.

Not the "Top" Price, but the Very Bottom Price.

**THIRD POINT—"FULL GUARANTEE"—**

A printed guarantee, bearing the signature of our firm will accompany each garment as a warrantee. This binds us in every sense, and will be honored as quickly as a good draft of the Government of the United States. This is a sample of the full guarantee, and tells its own story—

**GUARANTEE**

**WE HEREBY GUARANTEE—**

First—That the prices of our goods shall be as low as the same quality of material and manufacture are sold anywhere in the United States.

Second—That prices are precisely the same to everybody for same quality, on same day of purchase.

Third—That the quality of goods is as represented on printed labels.

Fourth—That the full amount of cash paid will be refunded, if customers find the articles unsatisfactory, and return them unworn and uninjured within ten days of date of purchase.

**FOURTH POINT—"CASH RETURNED"—**

This is simply a concession on our part to our customers, to secure them full confidence in dealing for goods they know very little about, and we thus prevent any occasion for dissatisfaction from any and every cause whatsoever.

ever. If the garment is not exactly what you thought, if your taste changes, if the "home folks" prefer another color or another shape, if you find you can buy the same material and style elsewhere for less money, if you conclude you don't need it after you get home, if the season changes suddenly and you wish you had not bought it, bring it back unworn and uninjured, and the full amount of money you paid will be returned on the spot. What more can we do for our customers than this, when we make our clothing so that they can draw the money value with it equally as well as with a check on the banks?

**THE ADVANTAGES** incident to a system having for its cardinal points these which we have now explained, are simply innumerable. Saving of time and temper, perfect security, absence of all huckstering, &c., &c.

But above all this,

**IT MAKES CLOTHING CHEAP**—Sinking the prices several degrees below what they have been heretofore, or could possibly be under the old system.

By dispensing with certain clerks no longer needed, it reduces "Store Expenses."

By enforcing **CASH** Payments, the bad debts are avoided.

By putting plenty of ready money in hand, it enables us to buy goods at figures that credit men know nothing about.

By increase of sales, a smaller profit on each article is sufficient.

All of these "By-ways" lead direct to **CHEAPNESS**; and this without lowering the quality or style of our celebrated make of **MEN'S AND BOY'S CLOTHING**.

On June 2, 1878, the store held the first Annual Sale of Muslins at cost. This was the beginning of the White Sale. The machinery of cotton development had now reached its third stage—first, the invention of the cotton gin, near the end of the eighteenth century; second, the invention of the spinning-jenny for the turning of cotton into thread; third, the invention of the White Sale for distributing the finished product as close to cost as possible.

In 1880, the store was the pioneer again in installing Pneumatic Cash Carriers.

On Saturday, November 20, 1880, the First Children's Day was inaugurated. A correspondent, only a few years ago on this subject of Children's Day, wrote as follows: "It was your store that gave us Children's Day. We all know what a hard lot children have, even under the best circumstances. They are considered a nuisance.

White Sale  
Pneumatic  
Cash  
Carriers

Children's  
Day

Hotels don't want them ; landlords taboo them ; the building up of the city is robbing them of all their play-ground—they can't even play ball or shinny in the squares. Everywhere the child of to-day is ' persona non grata '—in other words, a sort of nuisance. The store has changed that. Thousands of little ones get their first lesson in self-respect from the courtesy your store extends them. It gives them entertainment; it gives them education ; it throws an awakening light into their hearts and souls."

" You can measure the economic service which your store is rendering the community. But who can measure the moral service which it is rendering humanity in its kindness to the children ! "

¶ For years the question of a Saturday half-holiday had provoked warm discussion. ¶ On April 29, 1886, the store announced, " The Saturday half-holiday has got to be settled," and added that " after July 4th we shall close at one o'clock on Saturday afternoons," and in this the store was again the pioneer.

On July 9, 1900, the store announced 5 o'clock as the daily closing hour in summer; 5.30 in winter. The Paris Office of the Wanamaker Store antedated by ten years the opening on January 1st, 1890, of this first permanent Paris Office—a piece of American enterprise which still remains

The Paris  
Office



unique. ¶ For a period parallel to the life of this store there has been in business generally a decided advance in salary and wages.

Increased  
Wages

During the same period the influences of education and increased means have created many new wants. ¶ During the same period prices of general merchandise have almost continuously declined. ¶ To repeat:

Lowered  
Prices

I—More money to spend.

II—More wants to supply.

III—More wants supplied with less money.

Trade laws distribute increased money, greater intelligence creates wants, but this store, and its like, are the powers that reduce prices and bring larger comfort and satisfaction to the public generally.

Larger com-  
fort to the  
Public

The store was the first to recognize home products—and on January 2, 1894, it announced: "We will put our organization at the disposal of Philadelphia manufacturers to distribute Philadelphia-made goods of the grades we sell, whenever we can get back the bare cost."

Home  
Products

Commenting on the taking over of the A. T. Stewart business in New York on September 29, 1896, the New York Times, in its issue of November 19, 1896, said:

New York  
Store

"The revival of this great business meant work for factories that would otherwise be shut down; meant occupation for thousands who otherwise

would have been idle ; and it means that in the face of all the grumbling about hard times there has been one man so well convinced of the renewal of prosperity, that he takes unto himself a duplicate business of one whose astonishing proportions would stagger an average merchant."

Sharing  
Profits with  
Salespeople

**Q** In sharing profits with its salespeople the store was again a pioneer. In the closing days of the year '97 it was announced that "Every cent of profit in excess of the whole month's business over that of December 1896, should be set aside for division among the salespeople," with the comment, "This is not profit sharing nor an eking out of salaries, for salary lists here are the one thing we are liberal with—it is actually turning a lively business over to the benefit of our helpful helpers for a part of the days."

**Q** The store has always advised people to buy of their home stores. Long ago it said:

Patronize  
Home  
Products

"Let the people of a locality stay by and support their nearest store for all they can get out of it. Our dividend will be sufficient in what it may not pay the other stores to keep, or search the wide world over to obtain."

Revolution-  
ized Piano  
Industry

The first piano in America was made in Philadelphia in 1795. The first revolution in piano making and selling was made a century later in this city and in this store. The revolution began

on April 15, 1899, the day on which the store, after several years' study of the field, entered the piano business.

At that time there was no fixed price for a piano. It was whatever the salesman could exact. The store started on a totally different plan—one price to all; no favoritism; the lowest possible price; and music in as many homes as possible.

¶ It was revolution but the revolution quickly justified itself. ¶ Before it was three years old piano trade organizations were adapting themselves to it; and it won crowning recognition, when five years old, with the Richard Strauss concerts in New York, which journals of such standing as the Musical Courier hailed as opening a new era of musical culture for America. With pianos came the first store auditorium and store concerts.

¶ American week was inaugurated in this store on October 17, 1904, when it gave largely of its space to the manufactured products of the American States, an enterprise which instantly elicited a flood of telegrams of commendation from Governors, United States Senators, and manufacturers in every portion of the land. ¶ ¶

In 1905, The Mail Order department announced another advance by inaugurating continuous telephone service by night and day.

American  
Week

Night Phone  
Service

## Some Distinctive Public Services Rendered By The John Wanamaker Store

**IN WARTIME**—Helping to clothe the armies in '61—'65. Helping to equip marine corps, '98.

**IN INDUSTRIAL WAYS**—Shortening business hours, 1862. Inaugurating Saturday half holiday, 1886.

**IN PESTILENCE**—Gathering and shipping goods to yellow fever victims about 1868.

**IN BUSINESS PANIC**—Helping factories to keep running, by marketing their goods at cost.

**IN TIME OF CONFLAGRATION**—Gathering and shipping supplies to Chicago fire sufferers, 1871.

**IN EDUCATIONAL WAYS**—By continual exhibitions, industrial, artistic, and instructive; and by organizing the first Store Commercial Institute, in which its own people are given a thorough business training.

**IN TIME OF FLOOD**—By gathering and shipping supplies to the Johnstown victims.

**IN ARCHITECTURAL WAYS**—By raising a new standard of store architecture which

merchants and architects may study as a model.

**IN HISTORICAL WAYS**—By preserving and perpetuating local history, and by presenting object lessons of great events in a history of mankind.

**BY STIMULATING INVENTION**—By introducing electric lights (Dec. 26, 1878), cash carriers, vacuum cleaning, etc.

**IN BUSINESS WAYS**—By giving retail trade a regular pulse beat, by periodic sales.

**IN MUSICAL WAYS**—By revolutionizing the piano trade. By inaugurating store concerts. By giving its own people vocal and instrumental training.

**IN WAYS OF PUBLIC ACCOMMODATIONS**—By keeping its telephone service in operation night and day.

**IN INTERNATIONAL WAYS**—By making all countries better acquainted with America; as the German Ambassador said at the Railway Congress in Washington in 1905, "In no previous year has any country accomplished as much as the United States in drawing the world more closely together."

**IN FURTHERING THE FINE ARTS**—By stimulating native talent with competitive exhibitions and by importing best works of foreign salons.

**IN COMMERCIAL WAYS**—By opening sure markets to American and Foreign goods. By training its own people in scientific merchandising, and by demonstrating that merchandising is a science.

**IN MUNICIPAL WAYS**—By helping to adorn the city, to make it attractive to visitors, and to advertise its points of interest.

**IN INTELLECTUAL WAYS**—By revolutionizing book trade methods and prices—accomplished by June, 1893, and by demonstrating practically that publicity is a science.

**IN SANITARY SCIENCE**—By introducing sanitary cooking vessels; by free lectures on cookery; by the introduction of sanitary methods of store cleaning, etc.

**IN CONSERVING PUBLIC SAFETY**—This is the first store to have its lighting & heating plants entirely outside of the store building.

**IN PROMOTING PUBLIC COMFORT and Convenient Transit**—By being the first store to make Market Street a great retail shopping thoroughfare.

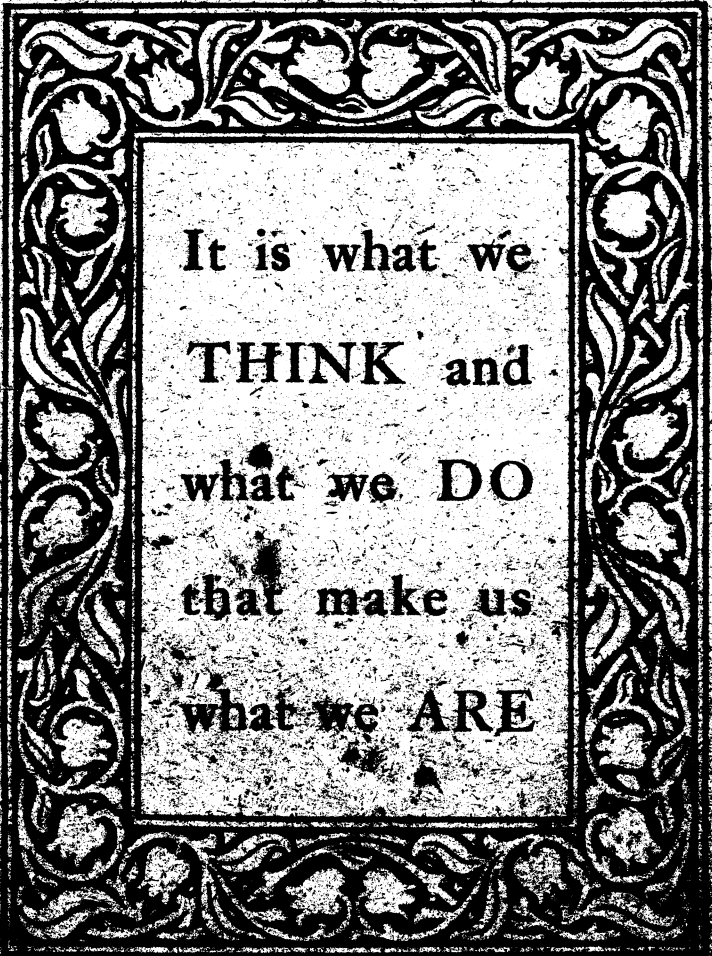
## AFTERWORD

**T**HE introduction of the one-price system, first inaugurated by John Wanamaker in the year 1865, has been a leaven in the business world that has worked its beneficent influence everywhere. Honesty as a business asset is now fully recognized. If the goods are cotton and look like wool, you are frankly told that the article may be a yard wide but it is not all wool. Only a few years ago if you wanted a pair of trousers you took a day off and negotiated for them. Clothing merchants, as a class used to take us in and do for us, being strangers, throwing in a pair of suspenders, and a box of paper collars as a salve for a bad bargain. However, now the wisdom of the rule of absolute frankness is universally recognized.

No longer do you hear men talk of making their pile and retiring to enjoy it. The man who fails to get enjoyment out of his business will never enjoy anything, and what is more will never succeed in business. Good men enjoy their work, and wise men know there is no happiness outside of systematic, useful effort.

The one-price system; as opposed to the Oriental plan of haggles, and the customs of the booth & bazaar, is a saver of nerve-force beyond computation. Why should men seek to overreach one another?

And the answer is: There is no reason. The way to succeed is to keep faith with your customer and secure him as a friend. We make our money out of our friends; our enemies will not do business with us. So the concern that has the most friends does the most business. And that is why the Wanamaker Stores set the retailers of the world a pace — their customers are their friends & their friends are their customers. — From "The Age of Commonsense," a lecture by Elbert Hubbard.



It is what we  
**THINK** and  
what we **DO**  
that make us  
what we **ARE**